

TAB

TAB A

SYNOPSIS OF COL. WHITE'S OPENING REMARKS

1. Col. White opened by stating that the main purpose of this Conference was for the Senior Support Officers to get together with him to exchange ideas, and for him to answer questions that the group had on its mind; questions such as where the Agency is going and where the present emphasis is being placed. In this regard he stated that increasingly greater emphasis is being placed on management. Col. White related a story which had as its major point the fact that time should not be wasted. He related this to the Director's attitude and mentioned that he "keeps all hands hopping". As a consequence, we are all down here not just to talk, but to work on some of the problems in our field that the Agency is faced with.

2. Housing - He stated our previous policy of providing cost-free housing, based on the generally inadequate [REDACTED] allowances, had in some

[REDACTED]

the allowance. Based on experience since then, we think this is the right direction, but in recent travel to the field, as well as observing some Headquarters elements, Col. White gets the impression that as much time is being spent in trying to avoid this Regulation as in trying to find ways to comply. Therefore, while we feel the housing policy is in the right direction we are not satisfied with the administration of this policy. There seems to be too much paper work. That's why this topic was selected. Perhaps as a result of the workshop, new ideas will emerge on improved ways of administering this program. Col. White related this problem to the motor vehicle problem, which, while not on our agenda, remains a serious matter and like housing has brought us much external criticism. This led him into some brief comments on the current trend of unfavorable articles and books on the Agency which will be hard to live with. As a result the Agency must be doubly attentive to how "fringe benefits" are administered. Support Officers, in particular, must be aware of this responsibility, and, while we should always give our maximum support to operations, we must not in so doing leave ourselves vulnerable as an Agency.

3. Special Exceptions and Delegations - Col. White related that the problem here was to what extent and to what level we should delegate admin authorities. He mentioned a Division Chief who said he could commit

up to \$10,000 on operational matters, but hardly any authority on admin matters. Col. White reiterated that he is a firm believer in broader delegations when consistent with good management. The trouble in the past was that only on rare occasions were people disciplined for abuses of authority. Also, too little thought has been given to the subject of management competence at the level to be delegated. Elsewhere delegations were not being applied consistent with the intent of the policy. He pointed out that he was not advocating consistent application of our Regulations since we intend to remain flexible, [REDACTED]

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[REDACTED] The problem, in summary, is how can we delegate more matters to insure this flexibility in the light of our past experiences and abuses. This is one of the things Col. White would hope to come out of this workshop.

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4. Administrative Workload - Colonel White mentioned that periodically people complain to him about too much paper work. He has become convinced that, while some of this is justified, a good amount of this workload stems from requirements levied on the field by the operational components themselves, Division, Branch, and even Section requirements in some cases. We are all desirous of reducing workload, but we must keep in mind that we have to maintain certain controls. He cautioned Support Officers against being the originator of unnecessary additional paper work. He stated that we should not be unmindful of the effect this has on the field recipient. He requested that even in the cases of necessary workload it be kept simple. (The KISS system)

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5. Liaison - The speaker asked the group to think very seriously on how to improve on Support and Administrative relationships with other Government Agencies, [REDACTED]

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[REDACTED] Many people participate and coordinate who make little if any contribution to the Support problem at hand. Also, our internal system may not be as good as it should be, so Col. White asked the group to examine this as well.

6. Career Service - Colonel White stated that the subject of Career Service was one on which he especially desired the group's thinking. As he views it, the Support business should be one based on service. We can attain recognition and prominence only by rendering exemplary service. When this is done, as in the cases of Commo and Security, responsibility and authority will gravitate toward us. While it is not measurable, he feels overall we have done well in rendering support, especially when he looks back twelve years and reviews what has been accomplished since. In working as Support Officers keep in mind that you do not work for me but for your Division Chief or other organizational commander. Col. White compared the status of Support Officers today with his status in the days when some were not even invited to Divisional Staff Meetings. Today he is one of the two

of three top advisors to a Division or Station Chief. He mentioned that he is proud of this advance, and that we should be, too, for the part we have played to bring this about. As far as the future is concerned, he expressed concern that very little new blood is coming into the Service as we all get older. He has confidence in today's group, and would not be afraid to send them to positions anywhere. But, we have lagged in preparing our replacements. We must get good people, train them, and rotate them in positions to gain diversified experience. He feels that the rotation system has paid off in giving a large number of Support Officers the broadest possible exposure. He expressed his view that, as long as he headed it, the Support Service would continue to draw its generalists from elsewhere in the Support complex. In mentioning rewards, etc., he feels the Support Service provides at least as many opportunities for promotion and other rewards as other Services elsewhere in the Agency. Our people show up very well when selections are made for external training, Harvard, the Senior Defense Schools, etc. We are developing more and more people that other people want and this is good. Overall, our prospects are bright and with more emphasis being placed on management we have a leg up on other people in the Agency.